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Joint Training System (JTS) Ad Hoc Study

Training Transformation
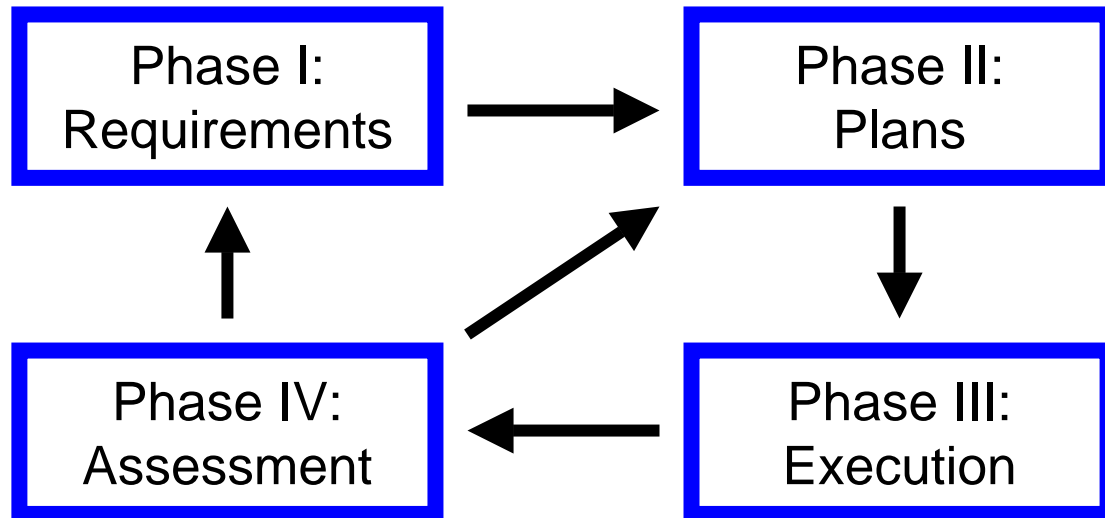## Joint Assessment & Enabling Capability

21 June 2005

JTS Study Goal

To review the JTS processes to determine enhanced Joint Training "capabilities" which support training agility and training quality

What is the JTS Process?

The JTS is a four-phase process

Methodology

- The study followed a comparative analysis approach combined with survey research
  - Process improvements in industry, government and education were studied
  - Interviews with COCOM staffs and other JTS stakeholders were conducted
  - Insights from the Santa Fe Institute were used to develop our concepts of *agility* and *quality* as JTS analysis criteria

Agility

- *Agility* is the ability to rapidly respond to changing circumstances and requirements

- *Agility* = Information Flow/ Infrastructure

- *Issue:* Resources & Labor tied to each

Quality

- **Quality** for the JTS was approached from the perspective of learning theory

- Three *quality criteria* were developed based on a need for:
  - Behavioral Learning Architecture
  - Cognitive Learning Architecture
  - Constructive Learning Architecture

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Quality Criteria

1. Behavioral: Building block approach for training tasks
2. Cognitive: Guided problem solving
3. Constructive: Team reasoning and problem solving in a military context

Findings: *Information Flow*

Training Transformation

1. There is a risk of building future JTS complexity instead of managing complexity with simplicity

2. There is a risk of developing a JTS DOD stovepipe

3. There is a risk of relying on past models and training practices to respond to today's changing global threat

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Findings: Quality

4. There is a risk of not benefiting from the combined potential of our individuals and staffs in Joint training

5. There is a risk of providing inappropriate training to meet the threat

6. There is a risk of not knowing if our training promotes learning and improved performance

Recommendations

1. ## Risk of Increased Complexity

   Either reengineer or replace the Joint Training Information Management System (JTIMS). The complexity of the existing requirement warrants a "leap ahead" design concept.

2. ## Risk of DOD Stovepipe

   Develop a JTS Expansion Study & Plan. Conduct additional analyses to document the technical, organizational, security, and legal barriers to extending Joint training. Develop a plan for inclusion of Interagency, Intergovernmental, and Multinational training in the JTS process.

Recommendations

3. Risk of Relying on Past Models
    Conduct an Exercise Reengineering Study addressing the full range of Joint Exercises

4. Risk of not benefiting from trained Staff Expertise
    Increase the direct funding for COCOM manpower and training resources for the Joint training of individuals and staffs

Recommendations

5. Risk of providing inappropriate training

Designate the responsibility for the development of Joint Training Requirements to COCOM teams led by Operations and Plans departments supported by Intelligence, Training, and other staff departments.

Recommendations

6. Risk of not knowing if our training promotes learning and improved performance

   Develop simple but effective assessment procedures for Joint training.

Summary

- JTS is a robust process to build for future needs
- JTIMS is not currently meeting user demands
- Resource limitations have prevented COCOMs from fully implementing JTS
- Leverage JAEC assessments for Joint Training and Phase IV assessments
- Conduct follow on analyses for JTS Expansion, JTIMS Replacement, and Joint Exercise Re-engineering

Relationship to TC AoA

- Training Capabilities Analysis of Alternatives (TC AoA) was completed Aug, 2004
  - Compared TC AoA Final Report with JTS Study results
  - The two studies addressed many of the same issues from different perspectives
  - JTS Study Recommendations and TC AoA were mutually reinforcing

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Discussion

Backup

Assumptions

Assumptions regarding Joint Training and Education were:

- An initial goal is to provide Joint educated individuals, staffs and units before arrival at the COCOM

- A second goal is to provide Joint education and training for individuals, staffs and units after arrival at the COCOM

- The JTS process currently resembles the deliberate planning process; as it evolves it should more closely resemble the adaptive planning process

Methodology Steps

- Review of JTS documentation & instructions
- Discussions with government & industry JTS experts
- Literature review of industry, government and educational training system processes & lessons learned
- Review of learning theory, methods, strategies and tools
- Interviews with COCOM and JTS stakeholders
- Data reduction and organization
- Analysis of JTS constraints
- Development of conclusions and recommendations

Agility

- ***Agility*** is the ability to rapidly respond to changing circumstances and requirements
  - In terms of our study, it represents the relationship of information flow to the labor & resources tied to system infrastructure

- Eight *Agility criteria* were developed

Agility Criteria

1. Centralized & decentralized analysis
2. Strategies focused on constantly changing competitors & environments
3. Questioning Assumptions
4. Open Access to Information
5. Feedback from all levels
6. Parallel processing
7. Rethinking existing organizational models & processes
8. Resources focused on Thinking

Observations

Observations 1-5 were developed from document & case studies

1. The JTS (Requirements, Plans, Execution, and Assessment) is a detailed and precise process

2. The step-wise linear implementation of the JTS process is a constraint for JTS speed and Agility

3. The Coalition Forces Land Component Command (CFLCC) Mission Rehearsal Exercise (MRX) 04 design supports the requirements of both agility and quality (CFLCC MRX 04 conducted in support of Operation Iraqi Freedom)

4. Incorporation of the DIME (Diplomatic, Information, Military, and Economic) Approach and the Collaborative Information Environment into the CFLCC MRX could have an exponential impact on agility

5. The lack of appropriate joint training manpower and resource support requirements at the COCOMS is a Quality constraint

Observations (Con't)

Observations 6-11 were developed from interview data

6. Incomplete Joint training for individuals and staffs is a constraint to JTS **agility and quality**

7. The number of exercises executed during ongoing wartime operations is a strain on Service manpower and resources

8. The development of joint training requirements (JMETs and JMETLs) without the adequate input of the Operations and Plans departments limits the validity of Joint Training

9. Both the current JTS horizontal and vertical training information flow requirement and the planned Interagency, Intergovernmental, and Multinational information flow requirement have significant technical, organizational, and policy barriers

10. The lack of effective assessment is a constraint to JTS **agility and quality**

11. The difficulty of using JTIMS hinders implementation of the JTS

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Overlap of TC AoA and JTS Ad Hoc Study

Training Transformation

JTS FD Study	Rec 1	Rec 2	Rec 3	Rec 4	Rec 5	Rec 6
TC AoA	*Reengineer/ Replace JTIMS*	*JTS Expansion Study & Plan*	*Joint Exercise Study*	*COCOM Individual & Staff Funding*	*J3/J5 Develop JMETL*	*Assessment of Joint Training*
FINDINGS (Executive Summary)						
Management Focus					X	
Alternative training methodologies for COCOM & JTF staff training				X		
Intelligence as an integral part of training	X					
RECOMMENDATIONS (Executive Summary)						
Training Simulations (tools for after action review)						X
Reengineering Joint Training	X	X				
GAPS IN JOINT TRAINING (Chapter III)						
#1: Train CJTFs (includes need for Individual Joint Training)				X		
#2: Train SJFHQ (includes need for Individual Joint Training)				X		
#3: Train on Crisis Action planning and deployments		X	X			
#4: Provide faster/higher fidelity Mission Rehearsal		X	X			
#7: Interagency, Intergovernmental, Multinational environment		X				
#8: Provide Homeland Defense Training		X				
#10: Train forces in enemy CBRNE exploitation & destruction	X					
#11: Train to operate in CBRNE environment	X					
#12: Train on Effects Based Planning/Operations			X			
#30: Continuity of operations			X			
OTHER ISSUES (Chapter VIII)						
A: Multi-Level Security		X				